



GSA PBS
Office of Portfolio Management and Customer
Engagement presents:

Planning and Requirements Management
Customer Forum
1.25.2017

Accountability

Planning

Resolutions

Intelligence

Connections

The Renewed Focus on Upfront Planning

Government-wide policy and tightened budgets for all agencies necessitate we partner to:

- reduce spending
- reduce the federal footprint
- better utilize space

Shift is larger than PBS - goals supported by OMB and Congress

Freeze the Footprint & OMB Memorandum, May 2012

National Strategy for Efficient Use of Real Property, March 2015

National Strategy for Reducing the Federal Government's Real Estate Footprint & OMB Memorandum, March 2015

Finalizing requirements less than 24 months before space expiration reduces location and space options; often results in costly, unforeseen conditions, change orders, extensions or holdovers

Examples of extensions leading to increased rental rates:

New York, NY: market \$50-60 v. extension \$67-85

San Francisco, CA: market \$60-65 v. extension \$76-80

Cleveland, OH: market \$22-25 v. extension \$40-50



PBS Customer Engagement and Feedback

What we heard you say:

Time was needed to adapt to the new planning cycle

Both unknown and agency internal factors such as budget and mandates impact your ability to meet our timelines

PBS' application of and terminology used for this new process were inconsistent



Enhancing the Space Requirements Process

Based on your feedback, we identified the following areas needing improvement:

- Adoption of a standard requirements terminology

- Identify requirement activity within the lifecycle of any project

- Collaborative occupancy planning

- Consistent communication and project delivery



Today's Agenda

PBS Life Cycle in terms of Upfront Planning and Requirements Management

Timelines for Prospectus and Non-Prospectus projects

PBS Project Phase deep dive

Q&A

Special Emphasis on Strategic Requirements and the CPA

Client Project Agreement (CPA) - a closer look

Q&A

Project Delivery and Execution



PBS Project Life Cycle: Planning and Requirements Management

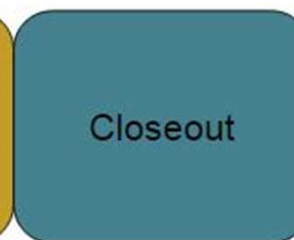
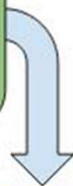


PBS Life Cycle

Prospectus

5 years to
lease
expiration

Each Year
Nov-Mar



Non-Prospectus

Back

Timeline for Prospectus* Requirements Management...

18 to 12 months prior to Capital Investment and Lease Program (CILP) submission to Central Office- Early Customer Engagement

12 to 6 months prior to CILP submission to Central Office - Project Identification Phase - Strategic Requirements - CPA

6 to 5 months prior to CILP submission to Central Office - to Project Initiation Phase - Functional Requirements - PM and Team assignment

24 to 20 Months after finalization of strategic requirements - Project Planning Phase - Technical Requirements - Program of Requirements, Agency Specific Requirements

24 - New Lease Effective Date - Project Execution - Acquisition, Design, Construction and Move into space.



Prospectus Process

GSA Regions submit lease prospectuses to GSA Central Office in accordance with annual program call

October

Nov-Mar

GSA Central Office reviews regional documents and addresses issues with Clients and GSA Regions

GSA sends lease prospectuses and supporting documents to OMB

Apr-Mid May

OMB reviews prospectuses with GSA and Client agency examiners. After OMB clearance, GSA submits lease prospectuses to Congress.

House T&I and Senate EPW Committee Staff review lease prospectuses and provide separate committee resolutions.

Mid May-Aug

Sep-Dec



Prospectus Submissions Timeline

Past practice was to base timing of a prospectus submittal on the expiration date of the lease. If the lease expired in FY12, it was part of the FY12 program (which was submitted to GSA Central Office in the fall of 2010).

Given the complexity of prospectus level lease projects, securing authority in the same fiscal year as lease expiration often put the Government in a position extension or holdover tenancy.

GSA is working with stakeholders to accelerate the submissions based on project milestones, often moving projects to earlier submission cycles.

Therefore, working with clients on requirements far in advance of expiration becomes increasingly important.



Timeline for Non-Prospectus Requirements Management ...

42 to 36 Months - Early Customer Engagement

36 to 30 Months - Project Identification Phase - Strategic Requirements - CPA

30 to 29 Months- Project Initiation Phase - Functional Requirements - PM and Team assignment

29 - 24 Months - Project Planning Phase - Technical Requirements - Program of Requirements, Agency Specific Requirements

24 - New Lease Effective Date - Project Execution - Acquisition, Design, Construction and Move into space.



Project Phase: **Project Identification**

Purpose: To consistently allow time to discuss and define the occupant's *strategic requirements* to achieve a clear and agreed upon housing solution

Outcome: Signed Client Project Agreement (CPA) and Signed draft Occupancy Agreement (OA)

Phase Timeline: Non-prospectus: 36-30 months prior to OA expiration; prospectus: Completion minimum 6 months prior to the Capital Investment and Lease Program (CILP) submission to Central Office

GSA Point of Contact: Planning Manager (PLM)

- Total proposed USF
- Total headcount
- Agency UR Standard
- Location
- Use of space
- Parking
- Delineated Area
- High Level Budget Estimates
- Basic Schedule

STRATEGIC REQUIREMENTS set the parameters of the space the agency is requesting; codeveloped by the Planning Manager and customer in the Project Identification Phase



Project Phase: **Initiation**

Purpose: Planning Manager transitions project to an assigned Project Manager to begin the discussions on the *functional and technical* requirements and kick off the project

Outcome: GSA project team kick off with customer, shared project management plan, schedule, estimated budget

Phase Timeline: Non-prospectus: 30-29 months prior to OA expiration; prospectus: OMB components are part of October submission to Central Office.

GSA Point of Contact: Project Manager

OMB Components

- Scoring
- Order of Magnitude Cost Estimate
- Prospectus
- Prospectus Worksheet
- Housing Plan
- Move & rep cost estimate
- Signed OA

Technical Requirements

- Union Specs or Standards
- High Level Schedule
- Data Room Matrix
- Customer FTE Grade Chart

FUNCTIONAL REQUIREMENTS confirm and further develop the strategic requirements



Project Phase: **Planning**

Purpose: Develop space details, finalize the scope/schedule/budget and obtain funding commitment

Outcomes: Agreed upon and finalized Project Management Plan, Project Schedule, Program of Requirements, Agency Specific Requirements, Acquisition Plan, draft Advertisement

Phase Timeline: Non-prospectus: 29-24 months; prospectus: CILP Submitted to Central Office, 36 to 24 months prior to occupancy

GSA Point of Contact: Project Manager

- Program of Requirements
- Project Mgmt Plan (PMP)
- Refined Independent Government Estimate (IGE)
- Move Cost
- Furniture Cost and Schedule
- Agency Specific Requirements
- Draft Acquisition Plan
- Draft Advertisement
- Detailed Schedule
- Wall Types
- Finish Schedule
- IT Package
- Security Package
- Hardware Schedules

TECHNICAL REQUIREMENTS are developed in the Planning Phase and further define the space details; they are owned by the Project Manager



Project Phase: **Execution**

Purpose: To execute required contracts and begin construction according to the project schedule

Outcomes: Request Lease Project, Request For Proposal, Award, Design Intent Drawings, Independent Government Estimate, Construction Drawings, Notice To Proceed, Construction

Project Timeline: Non-prospectus: 24-0 months;
Prospectus: Resolution - Authority Given

GSA Point of Contact: Project Manager

- Final Reqs Package Deliverables
- Final IGE & Schedule
- Final Move Cost
- Final Furniture/ Equipment Cost
- Specific Funding
- Final Signed OA
- Change Package
- Award
- Tenant Improvement Negotiation/Doc
- Notice to Proceed (NTP)
- Design Delivery
- Substantial Completion
- Rent Start
- RFP/RLP
- Rent Billing

FINAL REQUIREMENTS PACKAGE DELIVERABLES is the final strategic, functional and technical requirements; finalized in the Planning Phase and utilized during the Execution Phase



Project Phase: **Closeout**

Purpose: Concludes the project with proper documentation. Lessons learned assist the Planning Manager with the next project's strategic requirements phase.

Outcomes: As-builts, Final Inspection, Lessons Learned, RWA/Financial Closure, Rent Commencement, Warranties, Operations & Maintenance Manuals, Punch List, OA Billing

Project Timeline: 0 months to new expiration

GSA Point of Contact: Project Manager

- As-Built Drawings
- Warranties
- O&M Manuals
- Final Acceptance
- Customer Furniture Install
- Lessons Learned
- OA Billing
- Reimbursable Work Authorization (RWA)/Closeout
- Punchlist Items
- Customer Move
- Customer Security Start

Special Emphasis on the Strategic Requirements and the CPA



The Strategic Requirements and Partnering Early

The Identification Phase encourages early decision making to ensure the right projects are executed collaboratively, timely and thoughtfully

Promotes overall collaboration across PBS business lines to ensure PBS is meeting the client's mission in the most cost effective manners

Fosters early discussions which enables greater flexibility and presents more workplace solution options

Product: Client Project Agreement (CPA)

Outcome: CPA outlines strategic requirements

When: Non-prospectus: between 36-30 months prior to occupancy expiration; prospectus: 12-6 months prior to the CILP



The Client Project Agreement (CPA)

The [CPA](#) facilitates collaboration, planning, and strategic requirements development

The Planning Manager will present the CPA and collaborate with you to refine its content (our occupancy plan)

This collaboration ensures space projects are well thought out and agreed upon

Use us as a resource!



A Closer Look at the CPA - Part 1

The Planning Manager will outline:

The current occupancy and any unique/special considerations

Analysis on ***potential*** solutions for the future occupancy and its location

PBS' goal is to bring value to the discussion early to help deliver innovative space solutions when possible

GSA		CLIENT PROJECT AGREEMENT	
Building Services		Version: October 2016	
Purpose: The Client Project Agreement (CPA) serves as the final agreement from the customer to secure strategic level requirements no later than 30 months (54 months if prospectus) prior to expiring occupancy, allowing our customers and the taxpayers the opportunity to reduce space and rent for the government's overall budget. Planning earlier will also help mitigate the risk of costly lease extensions and provides adequate time for the government to strategically negotiate and secure mission-driven space actions for the mutual benefit of the customer and the taxpayer.			
Part 1: Basic Project Information			
Project Name			
Project Description			
Agency Name			Agency Bureau Code
Agency POC Name			OA Number(s)
POC Email/Phone			Lease Number
Building Name			Expiration Date
Part 1a: Space Planning Information			
Current Occupancy Parameters		Proposed Occupancy Considerations for Refinement During PBS/Customer Engagement	
Current Building Type		Proposed Building Type	
Current Occupants		Proposed Occupants	
Current "All-in" U/R		Proposed "All-in" U/R	
Current Rentable Square Feet (RSF)		Requested Rentable Square Feet (RSF)	
Current Usable Square Feet (USF)		Requested Usable Square Feet (USF)	
Current Parking Spaces		Requested Parking Spaces	
Occupancy Location and Proximity to Public Transportation (include S&U)		Proposed Occupancy Location and Proximity to Public Transportation	
Unique Space / Program Considerations (i.e., term extensions built into the lease, etc)			
Unique Operational Considerations			
Agency U/R Methodology -OR- Reduction of Space Standards			
Initial Space Recommendation			
Explain the PBS/Customer strategy on the proposed/new space occupancy parameters. If parameters are not changing or are brand new, please notate that as well.			
Supplemental Information & Documents (attach as applicable)			
Most Current Billing OA		Cost/Options Analysis Report	
RDA Compliance Memo		FSM Risk Use Permit	

A Closer Look at the CPA - Part 2

Both PBS and the customer engage and collaborate to develop the strategic requirements:

Square Footage, Parking, Delineated Area

Confirm utilization rate targets and methodology

Preliminary budget costs estimates and high level schedules

PBS' goal is to ensure early partnership and buy-in of a solution that is mutually beneficial for the customer and American taxpayer

Part 2: Client Engagement
Complete after initial customer meeting to discuss strategic requirements package.
Ensure the strategic requirements meet project standards and initiatives:

Space Type Information

Requirements: Explain the mission and operational need for the space and identify any unique requirements.
Note: Space (such as 2) Adjacency requirements: 2) Floor level requirements: - ex. third floor or higher, or must be ground floor. 3) lot back requirements: 4) Antenna 5) Subspace 6) Co-located 7) Warehouse 8) Antenna Co-located Storage 9) Any requirements for large vehicles: - ex. buses or trailers with ability to pull into the parking lot and exit by driving through to another side of entrance/ingress to the parking lot. 10) Turning radius requirements: 11) Side required facing.

Square Footage

	USF	RSF
Primary Office TTO/Office Support		
Special Space		
Warehouse (occupied or unoccupied)		
Other (Antennae, warehouse)		
Total USF	0	Total RSF 0

Parking Information

Govt Parking

Surface	Unsecured	Reserved
Structured	Secured	

Visitor/Employee Parking

Surface	Unsecured	Employee
Structured	Secured	Waiver

Utilization Rate

Planning Manager: Please use the space below to select the space utilization rate approach being utilized by the client to determine the space utilization rate of a specific project. If the client is unsure of the standard, have them refer to their current Reduce the Footprint (RTF) Space Plan their agency provided to OMB. If the agency does not have a standard, they must work towards the ISO all in UR.

☐ "Total Office" Utilization Rate is the default methodology used to calculate the utilization rate, if an Agency does not have a RTF Plan. This UR rate is calculated by TTD (Total USF-Special Spaces USF) x .78 / Total Headcount Assigned to Affected Space.
UR Rate:

☐ "All in" Utilization Rate is Calculated by Total USF/Total Headcount Assigned to Affected Space.
UR Rate:

☐ "Administrative Office" Utilization Rate is calculated by (Total USF - Special Space USF) / Personnel Count assigned to affected space = AOV1.
NOTE: Currently being used by Agriculture, Commerce, DOD, DHS, Energy, HHS, HUD, Interior, IRS, Labor, NRC, SSA, State, VA, and USAID.
UR Rate:

☐ Variation 1 of Administrative Office Calculation: (Total USF - Special Space USF) / 90% of Personnel Count assigned to affected space = AOV1 NOTE: Currently being used by Transportation.
UR Rate:

☐ Variation 2 of Administrative Office Calculation: Total USF - Special Space USF / Workspace Count = AOV2 Note: Currently being used by NASA.
UR Rate:

*If you have not made a selection, please provide the formula for the Utilization Rate that aligns with your agency's policy and RTF plans.

Developing the Strategic Requirements

The Identification Phase Process

Partner to optimize your real estate portfolio to deliver cost savings and footprint reductions

Identify Space
Needs
At 36 Months Out
(12 months prior to
congressional
submission for
Prospectus)

Partner with you
to develop the
Strategic
Requirements
utilizing the CPA

Discuss &
Validate CPA

Strategic
Requirements/
Project
Agreement
@ 30 Months Out
(6 months prior to
prospectus submission)

Initiate Project



What Do We Need From You?

Starting the conversations early and consistently with GSA is critical to our joint success

We will engage with you:

- Non-prospectus: 36 months before occupancy expiration

- Prospectus: 12 months before our submission date to Congress

We need your **Strategic Requirements** by:

- Non-prospectus: by 30 months prior to occupancy expiration

- Prospectus: 6 months prior to CILP submission

We need your **Finalized Requirements** (functional and technical) by:

- Non-prospectus: 24 months before occupancy expiration

- Prospectus: 36 to 24 months prior to occupancy expiration (timelines can depend on complexity of the project)

*CILP Submission date will drive prospectus timeline



Project Delivery and Execution

The Office of Design and Construction and the Office of Leasing support successful initiation, Project Planning, Execution and Closeout of the Project and a seamless transition from the Planning Manager.

Project Management/Program Support/Tech Services

- Project Manager (PM) assignment

- Projects Program Manager (PPM) that serves as either a “sponsor” or PM that can assist with any and all Client based projects delivered in a GSA PBS Region

- Cost and Schedule Management support

- Engineering, Architecture, Construction Management and Subject Matter Support

Communication/Monitoring/Updates

- “Proactive” monthly reporting on projects ranging from \$25K to over prospectus

- Projects Program Manager has support and oversight for a portfolio of projects

- Project Manager provides updates and progress meetings for the project

- Client focused team: Planning Manager, Business Analyst

- Regional/National Client Executive if escalation is required

Tools supported

- e-RETA - Allows RWA entry and monitoring of the RWA from intake to closeout

- ePM - For projects over prospectus, clients can request access to view Project

- G-REX

- Detailed information.



Closing remarks from our Commissioner

GSA wants to ensure we understand your real estate decision making path and the variables that impact your requirements.

GSA offers a standardized client planning and project lifecycle approach.

GSA's client planning approach allows for early decision making to ensure projects are executed timely without costly changes mid-stream. This results in our collective ability to:

- Evaluate federal and lease assets as potential housing alternatives

- Secure necessary funding to ensure timely space build-out

- Execute longer term leases resulting in better market rates and rental savings

- Optimize your workplace to deliver efficiencies, innovation, to help you meet your RTF goals



QUESTIONS?

